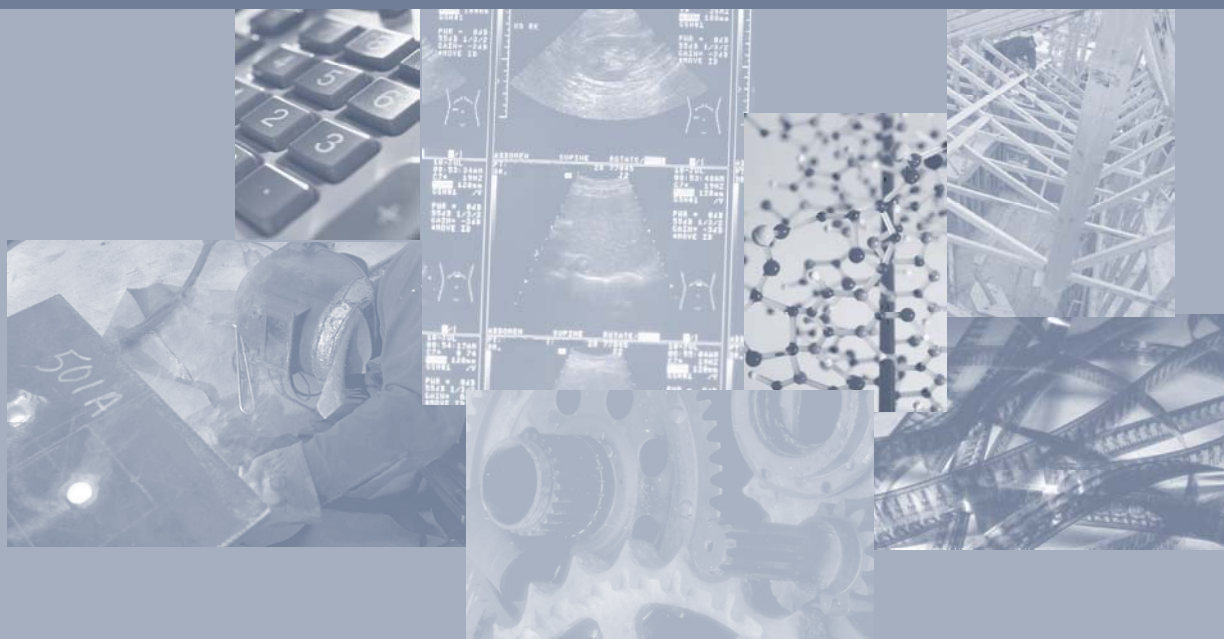


Workforce Investment Act Title I - B

California's Annual Report



Program Year
2003–04

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Chapter 1

Introduction

In July 2000, California implemented the federal Workforce Investment Act (WIA) of 1998, which superseded the Job Training Partnership Act and its related programs. The California Workforce Investment Board (State Board) was established by Executive Order in October 1999 to assist the Governor in implementing and continuously improving the State's workforce investment system. The Labor and Workforce Development Agency provides oversight for the State Board as well as the Employment Development Department. In that role, the Agency provides the necessary guidance and direction for the development of program policy and administration of WIA, in conjunction with the Governor's Office. The State Board produces an annual report on WIA activity for each program year (PY) of operation. This report covers PY 2003-04, the fourth year of WIA implementation, and like previous reports it provides information on State WIA initiatives, Local Workforce

Investment Board (Local Board) successes, and program outcomes in terms of cost and performance.

California's performance goals for PY 2003-04 are *higher* than other states of similar size and diversity, such as New York, Texas and Florida.

Background

During PY 2003-04, California's workforce investment system continued to mature in an environment of unprecedented pressure and change, one that evolved from numerous factors at the federal, State, and local levels. Among these were the federal government's significant reductions in California's WIA allocations, the ongoing discussion and debate regarding federal reauthorization of the WIA, significant natural disasters throughout the state, the continuing evolution of California's industries and economy, an unprecedented early-term change in the Executive Branch of State government, and Governor Arnold Schwarzenegger's major initiative to review the performance, from top to bottom, of every facet of State government. During this reporting period, then, California's

workforce investment system had to balance steadily increasing demands against declining resources.

Acknowledging this, and knowing the important role that the workforce investment system must play in the revitalization of California's economy, the Governor and his administration have placed a high priority on fostering economic growth, creating jobs, and continuing the development of a skilled, trained workforce for our state. The Labor and Workforce Development Agency (Labor Agency) has therefore unveiled three new priorities, presented to and approved by the State Board, for statewide investments in California's workforce system. They are:

- Identifying and serving high-skill and high-wage growth industries;
- Identifying and serving business sectors and industries with statewide needs; and
- Serving populations with particular needs in the areas of training or achieving success in the labor market.

These three priorities may be viewed as a natural development from the State

Board's original vision for workforce investment in California:

"California's workforce investment system is founded on the principle that education and workforce development, linked to economic development, will provide employers with skilled workers in the key industries that drive the state's economy."

In this regard, many of the State and local activities and successes during PY 2003-04 underscore the Labor Agency's new priorities. They reflect the continuing refinement of the system and its evolution as a contributor to the growth, health, and prosperity of California's economy, communities, and citizens.

Local Workforce Investment Areas

Workforce Investment Boards around California are working with businesses around a continuum of strategies...Because these WIBs have truly tuned in to employers' requirements, their stories show a shift from rhetoric to reality; services and programs are now meeting those needs in effective, efficient, replicable ways.

Tuning In, Workforce Professionals Listen to Business, California Workforce Association, Spring 2004

California is divided, for the purpose of delivering workforce investment services, into 50 Local Workforce Investment Areas (Local Areas). California's Local Areas range in size from single units of local government (cities and counties) to large consortia of cities and counties. Each Local Area supports a Local Workforce Investment Board (Local Board). These Local Boards are comprised of representatives of business, industry, organized labor, education, and other key partners in the local workforce community and economic development. Local Boards oversee the workforce investment and One-Stop service delivery systems in their respective Local Areas.

All of California's 50 Local Areas face many challenges – some shared, others unique – arising from their economic, demographic, geographic, and political diversity. Local Boards continue to enjoy maximum flexibility and autonomy over their workforce investment systems, which naturally results in a multitude of differences in service delivery, policy, and infrastructure among Local Areas.

The State Board has traditionally co-sponsored a publication by the California Workforce Association (CWA), originally titled *50 Stories, One-System*, which depicts the vital role played by the Local Boards and Local Areas in statewide workforce development. The CWA's latest *50 Stories* publication, titled *Tuning In: Workforce Professionals Listen to Business*, is a companion piece to this annual report, and provides more detail in its comprehensive profiles of the 50 Local Areas than this report has space to include. Copies of *Tuning In: Workforce Professionals Listen to Business* can be obtained by accessing the CWA website, documents section at www.calworkforce.org.

Annual Report Content and Structure

This year's report is comprised of six chapters, beginning with this introduction and concluding with a chapter on program performance, which presents statewide tables of PY 2003-04 performance data. Following this introduction, Chapter 2 presents a general overview of the State Board and its direction and successes for PY 2003-

04. The next three chapters each present local stories, promising practices and successes that relate to one of the Governor's three priorities for statewide investment in the system: Growth Industries, Workforce Expansion, and Removing Barriers.

It should be noted, finally, that the performance data tables for the 50 Local Areas are available on the State Board website at www.calwia.org.

Chapter 2

The California Workforce Investment Board and State Activities

As the Governor's advisory body for workforce policy, the California Workforce Investment Board (State Board) plays an important role in guiding and continuously improving the workforce system. Workforce programs help develop and maintain a trained and skilled workforce, one of the chief requirements cited by business and industry for sustained economic growth. Workforce programs also assist California youth in moving from school to careers, welfare recipients in moving from public assistance to independence, persons with disabilities in moving from dependence to self-sufficiency, laid-off workers in returning to comparable jobs, and businesses in coping with changing markets and periodic downturns in the economy.

The State Board has sought to provide guidance and to improve the workforce system by investing in State-level activities that ensure access to the most

timely and pertinent information in developing policies and making decisions that optimize the impact of these vital programs. The State Board assists the Governor in guiding the workforce system by working collaboratively with State and local workforce stakeholders and partners such as the Governor's Economic Strategy Panel, the Employment Development Department (EDD), the Governor's Committee on Employment of People with Disabilities, the Chancellor's Office of the California Community Colleges, and the California Department of Education. The following are some highlights of PY 2003-04 State-level activities which contributed to the Governor's three priorities for statewide investments in the workforce system.

California Regional Economies Project

The California Regional Economies Project (Project) was funded by the State Board, in partnership with the California Economic Strategy Panel, to develop information that better measures the performance of California's regional economies. This involves identifying

changes in a region's economic base and the clusters of opportunity for job growth and skills, and discovering emerging opportunities for future growth.

During PY 2003-04, the Project delivered the following products:

- *Regional Economic Base Reports for each of California's nine economic regions, which cover patterns in jobs, income, population, major industry trends, and other key indicators, using data from 1990 to 2002 and a standardized set of industries by code.*
- *Nine regional economic forums, which provided local stakeholders and partners with new information to enhance workforce planning and investments. The forums also provided a bridge connecting regional economic strategies to workforce policies, programs, and resources at the State and regional levels.*
- *Cross Regional Industry Cluster Studies.*
- *Three monographs on key policy issues.*

The Project's studies and findings provide information for better-informed policy- and decision-making at the state, regional, and local levels, both within and beyond the workforce investment system. The

Project provides the State with a better understanding of how our economy works and what economic changes are taking place. It demonstrates the importance of viewing the economy from a regional perspective, and provides a springboard for further in-depth studies and high-level policy discussions. The reports and studies can be accessed on the State Board's website at:

www.calwia.org/business/cal_reg_ec.cfm.

California Rapid Response System

During PY 2003-04, the State Board at the request of the Labor Agency, partnered with EDD and representatives of Local Areas to develop, approve, and implement a policy framework for the distribution of Rapid Response funding to Local Boards. The Rapid Response funding, which represents 25 percent of the State's total allotment for serving local economies facing significant layoffs of workers, includes allocations for:

- *Assisting workers in returning quickly to productive positions in the labor force;*
- *Assisting employers in exploring alternatives to layoffs through human resource solutions;*

- *Reducing the economic and social burdens that unemployment adds to employers, workers, and the community; and*
- *Providing local communities, workforce investment partners, employers, and workers with timely and pertinent information on economic development opportunities.*

Ultimately, Rapid Response is designed to facilitate the economic transition from declining to emerging industries, thus ensuring that economic growth is sustained. The State Board therefore adopted a policy framework to develop a system that not only responds to layoffs but helps to avert them, offers information to help local officials anticipate economic trends, and assists in the formulation of economic development strategies. To these ends, the policy framework provides a funding methodology based upon local need. This is a departure from previous practice, where funding was based upon historical levels of support rather than current needs.

Labor Market Information Division

The EDD's Labor Market Information Division (Division) publishes an annual *State of the State's Labor Markets* report that provides information on the State's economic condition and key factors affecting California's labor markets and regions. State and local officials have found it to be a useful tool in economic assessment and policy making.

Additionally, the Division works on a continuing basis with Local Boards, providing necessary information about local labor markets and industry mixes. One example is the Division's work with the Sacramento Employment and Training Agency's Workforce Investment Board (Sacramento Board) to help identify critical industries and occupations in the region and better understand recent labor market dynamics and trends. The Division provides tables, charts, narratives, and other materials that identify which industries are performing well, which are struggling, and which occupations have shortages or oversupplies of workers, in detailed presentations for the Sacramento Board and its staff. The

Division delivers an annual, comprehensive overview of labor market trends and regularly responds to requests for data and training.

Economic Development Efforts

The Division is also involved in supporting other economic development efforts. For example, the Division joined with the Great Valley Center (Center) to report on social, economic, and environmental conditions in California's Central Valley. Data have been collected for the 19-county Great Valley regional study. Each year, the Center produces one of five indicator reports for its State of the Great Central Valley Series; the indicators are addressed in successive years, then the process begins again, with the result that each report is updated every five years. The Center and the Division collaborated on the Economic Indicators report, answering questions about how well the economy is functioning, how schools are doing, and how air quality is changing. The Center will release the report in mid-November.

In another example, the Division partnered with local, State, and federal agencies to assist in efforts that resulted in Virgin Airlines' decision to base its operational headquarters at San Francisco International Airport. This new domestic airline plans to hire more than 1,500 flight attendants, pilots, maintenance technicians, and other employees in the Bay Area within its first two years of operation.

State Youth Council

The State Board established the California State Youth Council (SYC) in 2001 to provide policy guidance and direction on youth issues and to promote the connections between education, workforce development and the economy. This involves oversight of the youth initiatives of the State Board, encouraging systems-building activities at the local level through the Youth Council Institute (YCi), and providing guidance to staff on the implementation of WIA youth programs.

During PY 2003-04, the SYC produced *The Comprehensive Plan and Campaign for California's Youth*, a policy plan and

framework which focuses on furthering the SYC's three primary functions:

- Developing policy guidance for local youth councils;
- Promoting coordination among programs currently serving youth through California's agencies, departments, and programs; and
- Addressing critical issues affecting California's youth.

Through the work of its four committees, the SYC also conducted the following activities during PY 2003-04:

- Developed strategies and systems to expand youth participation on the SYC and local youth councils.
- Engaged in a facilitated dialogue with representatives from local youth councils on improving state and local strategies for engaging youth, leveraging resources and creating comprehensive youth-serving systems.
- Provided policy guidance to state staff on the distribution of resources to local areas with high concentrations of WIA eligible youth to ensure that the resources were expedited to the local areas. The SYC also provided input on the need for continuing to target resources to these areas in PY 2004-05.
- Recommended extending the Governor's Foster Youth Initiative to ensure that lessons learned through

the Initiative are shared throughout the state.

- Provided input to *Improving Transition Outcomes for Youth with Disabilities Project* to ensure that Local Areas and local youth councils were aware of the pilot grant opportunity and to promote connections between this and other initiatives.

On November 20, 2003, the SYC and the YCi recognized 28 local youth councils with the "*Architect of Change*" award for adopting and implementing the "All Youth - One System"

frameworks within their communities.

The frameworks, developed through the YCi and adopted by the SYC and the State Board, describe five key elements that must be in place in order to provide a balanced set of services to youth and develop a structure to support community-wide coordination of those services.

California Community Colleges

Efforts undertaken by State-level partnerships between education and workforce investment continued during PY 2003-04. One such effort was an initiative by the State Board, the EDD, and the Chancellor's Office of the

California Community Colleges (Chancellor's Office) to assist the community college system in becoming more fully engaged, at both the State and local levels, in helping to improve the workforce system. For example, Chancellor's Office staff have provided ongoing briefings at the monthly meetings of regional consortia of campus deans in the areas of vocational and technical education, and workforce and economic development; they have also provided workshops at such statewide conferences as the California Community Colleges Association of Occupational Deans and the California Workforce Association.

The Community Colleges are also involved in other workforce and economic development activities, such as Small Business Development Centers (Centers). The purpose of the Centers is to grow California business through one-on-one counseling, seminars, workshops, conferences, and other technical activities. Twenty-one of the 30 Centers are at community colleges.

In addition to the Centers, the Community Colleges are working on nine strategic initiatives that provide

services to employers in emerging industries: Advanced Transportation Technologies, Biotechnologies, Applied Competitive Technologies (Manufacturing), International Trade Development, Business and Workforce Improvement, Health Occupations, Multimedia, Environmental Technologies, and Workplace Learning. The regional centers for these initiatives identify the training needs of California businesses and industry and work with Local Boards, economic development corporations, chambers of commerce, and professional trade organizations. Technical assistance and training are the primary activities of all these strategic initiatives. Well over 50,000 businesses have been served. And finally, at least 15 community colleges now receive WIA funds from Local Areas to operate One-Stop Career Centers.

California Department of Education

The California Department of Education (CDE) continued to play an important role in developing California's workforce during PY 2003-04. CDE's participation in workforce education involves not only youth at the K-12

level, but also Regional Occupational Centers and Programs and adult education programs.

CDE undertook an important initiative during 2003-04 to ensure that California's K-12 system prepares students for various career paths, and that California's economy is provided with the necessary skilled workforce. This was the establishment of standards and frameworks for career technical education (formerly known as vocational education). While there have long been established academic standards, career technical education has not had an equivalent set of curriculum standards to ensure that students are being taught skills that are relevant in the workplace. Industry representatives and educators worked together to ensure that the standards are rigorous and will meet the industries' needs. The new standards are expected to be adopted by the State Board of Education in January 2005.

The CDE was also involved in many other activities to facilitate workforce development during PY 2003-04. CDE distributed more than 30 School-to-Career grants to local education

partnerships with WIA-connected activities, and provided oversight and technical assistance throughout the year to facilitate local connections among educators, employers, Local Boards, and communities to improve workforce preparation for youth statewide.

Additionally, the CDE's Adult Education Office surveyed partnerships between the One-Stop system and WIA Title II agencies, and published a report of findings and recommendations from the adult education field. WIA Title II provides supplementary funding to literacy programs in almost 300 adult schools, community college non-credit programs, library literacy programs, community-based organizations, and other institutions. These agencies provide classes and tutoring in English as a Second Language, adult basic education, high school diploma and GED courses, and family literacy, as well as courses that teach literacy in a vocational context. These agencies are vital to improving the educational attainment of California's less-educated workers. The upgrading of their education and skills is essential in order to ensure self-sufficiency.

National Emergency Grants

As noted in Chapter 1, California's workforce investment system confronted many challenges during PY 2003-04. Among these were the need for the system to respond to natural disasters and, certainly, the obligation to California's continuously evolving industries and economy. To these ends, the EDD, as the administrative entity for WIA, pursued the federal funding needed to address these occurrences, so that the disasters should not jeopardize the state's economic development.

Southern California Wildfires Disaster

In October 2003, the state suffered a disaster of enormous proportions as wildfires consumed over 800,000 acres of rural and urban property in Southern California. President Bush declared the counties affected by the fires a federal disaster area on October 27, 2003, and shortly thereafter California requested a National Emergency Grant (NEG) to help address the needs of local residents.

The U.S. Department of Labor (U.S. DOL) awarded the state a total of \$21.2

million dollars to create an estimated 1,300 temporary jobs, assisting those affected by the fires and helping with clean-up and recovery efforts. These jobs were earmarked for persons displaced from their jobs by fire damage to their places of employment, as well as other dislocated workers and long-term unemployed persons in the designated counties of Los Angeles, Riverside, San Bernardino, San Diego, and Ventura.

The U.S. DOL also awarded \$5 million for re-employment services for these workers after their disaster work is completed. This project will run from October 27, 2003, through December 31, 2005, and includes recovery efforts for damage caused by floods, debris flow, and mudslides directly related to the wildfires in the five counties.

High-Tech Companies and Transportation Industry Layoffs

Over the past few years, as world markets tightened and security concerns increased, California has experienced massive layoffs in the high-technology and transportation industries. At the same time, the Local Areas affected by

these layoffs have been faced with declining workforce funding.

In order to address the exceptionally high rates of dislocation and the Local Areas' budgetary needs, California submitted two statewide applications in July 2003 for a total of \$15 million (\$10 million for high-tech and \$5 million for transportation), to provide services to 2,678 dislocated workers in these two industry sectors. The U.S. DOL awarded funds in December 2003 and the grant period for these two projects runs from October 1, 2003, through March 31, 2005.

Governor's Committee on Employment of People with Disabilities

The concept of workforce inclusion – expanding access and services in the system to populations of workers and potential workers with special needs and barriers to employment – is important in the WIA. The Governor and his administration have expressed the need to better expand the pool of available workers in the workforce to special populations such as veterans, ex-

offenders, at-risk youth, and people with disabilities.

The Governor's Committee on Employment of People with Disabilities (Governor's Committee) was established by legislation to create a sustainable, comprehensive strategy aimed at bringing people with disabilities into the workforce. Through the Governor's Committee, and in support of it, the EDD works collaboratively with the State Board, the Department of Rehabilitation, and Local Areas throughout the State to foster and enhance access and services for people with disabilities. As a result, State partner programs have used WIA discretionary funds to improve universal access in the One-Stop Career Centers by:

- Launching the ***Employment Partnership Training Series***, which provides selected Local Areas with training on how to provide services and interact with individuals who have psychiatric disabilities;
- Conducting a symposium, ***Moving Forward II Employment***, in October 2003 to raise awareness of disabilities in the One-Stop Career Centers and the employer community; and

- Partnering with the World Institute on Disability to use a \$500,000 Work Incentive Grant from the U.S. Department of Labor to establish ***Disability Benefits 101***, a website for use by local One-Stop staff in calculating benefits available to those with disabilities.

A notable associated effort was a grant from the U.S. DOL to the State Board for ***Improving Transition Outcomes for Youth with Disabilities***, a project whose goal is to improve outcomes for youth with disabilities through a combination of federal, State, and community resources and the use of intermediary organizations.

State WIA Evaluation

Each state is required to evaluate its administration of federal WIA funds and the implementation of its workforce system. This is so that states, Local Areas, and the U.S. DOL can identify and implement effective means of continuously improving their systems. The goals of this State WIA evaluation are to better understand the ways in which State and local partners have interpreted WIA guidelines, to encourage analysis of the strengths and

weaknesses of the evolving system, and to inform policy and program decisions at the federal, State, and local levels.

The State Board and the EDD contracted with an independent research team from the University of California (UC) Davis to conduct California's first State WIA evaluation. The research evaluation team will use in-depth case studies, Local Board surveys, and administrative data analysis to obtain information about the implementation and performance of California's overall WIA system during its first years of implementation. The UC Davis team, in combination with a technical advisory group, will collaborate with the EDD to perform administrative data analyses for which EDD is responsible under the terms of the contract.

The WIA evaluation will produce findings that could generate a set of policy and programmatic recommendations to aid local, State, and federal decision makers. As part of the interviews with State and local stakeholders, the research team will request stakeholder recommendations, which will aid in formulating the evaluation team's final report.

Chapter 3

Growth Industries – High-Wage, High-Skill Job Training

This chapter addresses the first of the Governor's three priorities for workforce investment, highlighting programs and projects designed to ensure the availability of the high-wage, highly skilled workers that California's businesses will need to succeed and expand. These projects illustrate the role of Local Boards in addressing the needs of industries that not only drive their local economies, but also contribute to expanding the economy of the entire state.

These successes have resulted from changing the focus of local efforts, from one of simply placing job seekers in available jobs to taking account of the needs of employers and enhancing awareness of local business-sector interests.

Manufacturing

Riverside County Workforce Development Board

Riverside County is home primarily to small and medium-sized businesses, with few of the economic forces that typically influence workforce and education reform. The Riverside County Economic Development Agency, with its history of involvement in school-to-career activities, wanted to engage the county's business community in both workforce development and education. The best way to do this, the agency felt, was to focus their efforts on individual industries and industry clusters.

The "Continuum Of Work"

The initial focus was on manufacturing, Riverside County's largest single industry. The Riverside County Workforce Investment Board (Riverside Board) used county CalWORKs funds (California's version of the federal Temporary Assistance to Needy Families program) to set up a manufacturing training center, conferring with manufacturers about what Riverside Board consultants called "the continuum of work."

This continuum consists of four phases: (1) determining, with the input of the industry sector, what skills are needed for a particular occupation; (2) ascertaining, with representatives of industry and education, what training is required and what kind of curriculum will help to develop those skills; (3) conducting an assessment to determine whether an individual has acquired the needed skills; and (4) instituting a certification process, recognized by potential employers, that will document an individual's successful completion of the training program.

The Riverside Board's industry council was made up of two industry associations, over 70 manufacturers, three public school districts, three community colleges, and the University of California Riverside. The project was supported by over \$100,000 in WIA funds.

Bringing Business and Education Together

The consortium found that while its industries manufactured a broad range of products, many of the skills they required were common to all of them.

The challenge then became how best to develop those skills with appropriate educational curricula. To that end, the consortium worked with various school districts on adopting the agreed-upon standards, which were successfully integrated into the curricula of several area high schools.

To oversee the whole project, the consortium created Riverside County Economic Development Guiding Education (EDGE).

"They're [EDGE] making the connection to education; we're trying to facilitate the big picture,"

***Jerry Craig, Executive Director
Riverside Board***

One impediment to industries seeking to recruit skilled workers from the K-12 education system is the fact that school curricula are oriented toward preparing students for college. Career opportunities in fields that once drew students – such as health sciences, manufacturing, and retail – have become obscured. Industry cluster initiatives such as Riverside's make careers in these fields viable again for students

graduating from high school. As vocational training in the K-12 system continues to be eliminated, the ability of a manufacturing group to equip facilities and shape curricula is equally helpful to schools and to students, not all of whom are college-bound.

Southeast Los Angeles County Workforce Investment Board and the California Employment Training Panel

The Southeast Los Angeles County Workforce Investment Board (SELACO Board) credits the California Employment Training Panel (ETP) format with fostering a sectoral approach to workforce training. The ETP's primary focus is on manufacturing industries, and ETP's sectoral approach has been so successful that it became a permanent part of the local program.

The SELACO Board is currently running its sixth two-year program (with some overlap so that training funds are always available). The sectoral approach has proven to be both time- and cost-effective when targeting certain sectors, such as the aerospace industry and the manufacture of plastics, metal, and furniture. Moreover, the SELACO

Board contracted with the ETP to offer manufacturers a menu of courses with proven benefits, such as Continuous Process Improvement, Communication Skills, Lead/Supervisory Skills, Vocational English, Computer Skills, Lean Manufacturing Skills, Business Essentials, and Project Management training. Training is conducted by some of California's best-qualified organizations, including: the University of California Los Angeles, the University of California Riverside, Kirkpatrick Enterprises Inc., and SoCal Catalyst. Classes are delivered either at the work site or in a classroom environment, depending on employer needs.

Tailoring A Curriculum To Employers' Needs

Classes, which are limited to twenty participants unless additional instructors are available, serve incumbent workers selected by their employer. The manufacturers decide which subjects will be offered, and classes are customized to meet each company's needs. For example, an employer could have three classes of Vocational English as a Second Language (VESL) running

concurrently at different levels, or it could be three different classes concurrently, one in VESL, one in supervision, and one in computer skills. Conversely, classes could be offered in sequence, with each class raising participants' skills to a new level. The typical scenario is a single four-hour class offered once a week for twelve weeks, usually during normal work hours. Sometimes classes are offered between two manufacturing shifts in order to enable workers from both shifts to attend.

Over the course of the SELACO Board's involvement with the ETP, about 3,500 workers have been trained, sometimes working with the same company for years and seeing the same workers through different levels of training. (As incumbent workers, they are not tracked the way new hires would be.) Seventy percent of the employers pursue multiple classes, which indicates that they are getting what they need, due in part to the customization of training. The growth over the years of the SELACO Board's relationship with the ETP reflects its success. ETP's first agreement with SELACO was for \$200,000. The most

recent agreement is for \$2.2 million, and stipulates that the SELACO Board is expected to train up to 2,380 workers, primarily in manufacturing, up from their previous agreement for \$1.9 million and a mandate to train 2,100 workers.

Entertainment

Verdugo Workforce Investment Board - Upgrade Training for Entertainment Workers

"We find that a handful of industries usually drive a local economy. The sectoral approach focuses on these major drivers, helping them to grow, which in turn helps other industries and the local economy grow as well."

*Don Nakamoto,
Verdugo Jobs Center*

The Verdugo Workforce Investment Board (Verdugo Board), representing the cities of Glendale, Burbank, and La Canada, cites the entertainment industry as a major driver of the local economy, employing at least 33 percent of the local workforce.

The entertainment industry has seen more technological advances in the past

five years than in the 50 years prior to that. As a result, the Verdugo Board and entertainment trade unions saw a critical need to upgrade the skills of industry workers, particularly in areas of production such as computer graphics and digital editing techniques. Working in partnership with some 20 unions, the Verdugo Board pursued a \$4 million H-1B Technical Skills Training Grant to train 1,500 workers over a three-year period.

The need turned out to be even greater than anticipated, with almost 1,700 applying for training. In addition, training providers wanted shorter-term courses than had originally been envisioned due to the high concentration of freelance workers in the industry who could not risk losing work during extended training periods. For both these reasons, the program was restructured so that more people could be trained for shorter periods of time.

The program operated at no cost to participants. It received 75 percent of its funding from the H-1B grant and the remaining 25 percent in matching funds from the Contract Services

Administration Trust Fund, an industry association in the Verdugo area.

Tapping Into Existing Skills

The Verdugo Board also received a sectoral demonstration grant from the U.S. DOL to develop alternative employment opportunities for freelance entertainment workers, focusing on developing strategies to assist contingent (i.e., freelance) workers with WIA resources.

This program worked with career counselors to identify workers' existing skills and suggest other potential occupations for them, outside as well as within the entertainment field. For one example, a costume designer with an interest in medical billing was trained in that skill so that she could support herself during industry slowdowns.

Another focus was on upgrading workers' skills in their present field. In this way, for example, an unemployed NBC editor was able to master digital editing, which helped her find work at a local television station.

A third effort took advantage of the entrepreneurial nature of contingent workers. Working with the local office of the U.S. Small Business Administration, the Verdugo Board developed training programs to help contingent workers create new businesses that can support them while they continue to seek work in the entertainment industry. Using this approach, for example, another costume designer's occupational and entrepreneurial skills enabled her to create a highly profitable business.

The Verdugo Board plans to extend these services into other industries with large concentrations of contingent workers – for example, construction, information technology, and health care – and believes strongly in the benefits of this sectoral approach.

Ventura Adult School and Continuing Education: Multi Media Program

As resources for training programs grow limited, many local workforce investment systems must increasingly rely on partnerships with other systems, such as adult education, to meet employers' needs for highly trained,

certified job applicants and for expanding high-technology vocational services to displaced workers. To these ends, the Ventura Adult School and Continuing Education is a valuable asset and partner.

By offering a wide range of support services, the Technology Development Center (Center) provides students with valuable assistance in retraining for jobs in the entertainment industry. The program not only offers a wide spectrum of day and evening, low-cost vocational classes throughout the community, it also prepares its students for the industry's technology-oriented occupations. The Center is housed in a modern, 53,000 square foot facility that offers a wide range of services: an academic support center, a job placement center, counseling services, a financial aid office, and health education programs. A walk through the Center shows what a powerful resource adult education can be for the business community.

The Center's Computer Aided Design program offers training in such software packages as 2D/3D Autocad,

Solidworks, and other high-end parametric design applications. Students produce their final projects on a state-of-the-art rapid prototyping machine. The Center's many computer systems are entirely self-supporting. The Computer Systems Training program prepares students for certification in A+, N+, MCSA and Novell, enabling staff and students to maintain a sophisticated networked system, including even a Macintosh-based multimedia program with two TV studios and a complete nonlinear editing lab.

With more than three hours of programming airing daily on local television, the students are very busy producing real-world products. The Center's website, TDCstudios.com, offers streaming video of its TV shows and other student projects. As a Program of Excellence, Ventura Adult School and Continuing Education is a good example of how a school's programs can adjust to the needs of the community and become a catalyst for the local economy.

Small Business

Northern Rural Training and Employment Consortium

It would be remiss, in addressing the needs of those industries that drive economic growth, not to focus on the unique needs of small business. Small businesses are a powerful economic force, nationally and in California. Many local economies rely on the success of their small businesses to promote and sustain economic growth.

"Our philosophy is that we need a stable and somewhat prosperous business community, or we don't have anything. If it means reaching further, that's what we'll do. And we're getting better at it all the time."

**Charles Brown,
Executive Director, NoRTEC**

The Northern Rural Training and Employment Consortium (NoRTEC) took a fresh approach to what had become a discouraging economic picture. Each of NoRTEC's nine counties had been identified as a "labor surplus area" by the U.S. DOL. The area's traditional leading industries –

fishing, cattle ranching and timber – had suffered serious setbacks. What remained were a large number of small businesses struggling to survive. Nearly 90 percent of workers in NoRTEC’s area are employed by businesses with fewer than ten employees.

NoRTEC decided to change its strategy to one of genuine business services, serving in effect as a human resources office for businesses in the region that might have only four or five employees and can’t afford personnel departments of their own.

Bringing Workshops To Employers

The first step was to develop a series of workshops to be delivered at a number of locations throughout the large geographic area served by NoRTEC. This approach was a departure from one-on-one job seeker services, and a more logical way to involve and serve more people and businesses.

One workshop on workers’ compensation helped a plumbing contractor whose employees earned between \$20 and \$21 an hour. At that rate, the contractor’s premiums for

workers’ compensation insurance cost \$17 per \$100 in payroll. The contractor learned that by raising salaries to over \$22 an hour, the cost of workers’ compensation would go down to \$7 per \$100. That small increase in wages raised the morale of the contractor’s employees and resulted in a substantial savings to his business, none of which would have happened without the insights delivered by the workshop.

NoRTEC’s One-Stops have presented hundreds of similar workshops throughout the nine-county area. Small businesses now regard NoRTEC’s One-Stop system as a valuable resource for marketing, developing business plans, securing loans, exploring tax incentives, and other activities that can help in starting or expanding a business.

These workshops were supported with WIA program funds and organized by a network of “community coordinators” consisting of NoRTEC staff in each county whose previous experience with rapid-response plant closures enabled them now to serve as local business resource experts.

One particularly effective workshop was a day-long program offering pointers to local businesses on launching their own websites. So far, 103 businesses have used this program to establish an Internet presence, a process that might otherwise have proven too costly and time-consuming. An Internet presence can be invaluable to isolated businesses such as those in NoRTEC's geographic area, and the benefits can reach deep into the local economy. For example, a rural bed-and-breakfast that receives on-line bookings from vacationers in other states will hire local housecleaners and service personnel, and will purchase supplies from local outlets. In this way, the establishment of local websites can provide a major return on NoRTEC's investment in offering the workshop.

"We have to understand that 'skill upgrade' applies to the business as much as to its employees, and learn to think of the local business as our client, with its own unique set of needs."

**Charles Brown,
Executive Director, NoRTEC**

NoRTEC is making use of the Internet in another way that is benefiting local businesses: on-line employee training. Courses covering office software (word processing, spreadsheets, databases, bookkeeping, e-mail, etc.), computer professional topics (web page design, graphics software, network administration, etc.), and business skills (leadership, communication, human resources, etc.) are available 24 hours a day on any computer with Internet access, free of charge to local businesses.

NoRTEC now thinks of business services as a continuum and of local businesses as clients with their own individual needs. The transition from a focus on job placement required a shift in internal attitudes, from seeking local employment opportunities for individual clients to filling the needs of local businesses from the client pool of job seekers.

Chapter 4

Workforce Expansion Based on Statewide Industry Needs

California has many industries which, in our ever-evolving economy, experience either shortages of essential workers, or rapid growth that requires new skills in order to fill new jobs that are created. Identifying these statewide industry needs and expanding the workforce, through training and career changes, to fill those needs is an ongoing effort within the workforce system.

This chapter presents a number of local success stories and promising practices in three of California's industries that have these statewide needs for workforce expansion: biotechnology, construction, and health care.

Biotechnology Industry

In May 2004, the EDD's Labor Market Information Division released a new occupational study on careers in the biotechnology industry. *Under the Microscope: Biotechnology Jobs in California* informs job seekers and

assists biotechnology employers in recruiting workers. The report looks at 36 occupations, from animal handlers to validation technicians, and includes occupations whose educational requirements range from high school diplomas to doctoral degrees. Each occupational report contains a job description; a list of needed skills, knowledge and abilities; training and education requirements; job outlook; and additional sources of information. The report is available at <http://www.calmis.ca.gov/FILE/OCCMI/SC/BioTechReport.htm>.

San Mateo County Workforce Investment Board

The San Mateo County Workforce Investment Board (San Mateo Board), in partnership with four neighboring Local Areas, requested a federal WIA grant to meet the needs of skilled airline workers laid off from the airline industry after the attacks of September 11. The project plan was to retrain airline workers for employment in the San Francisco Bay Area's burgeoning biotechnology manufacturing industry.

A partnership between the San Mateo Board, Skyline College, and Genentech Inc., a pioneering biotech company, provides retraining to displaced airline workers for new careers as biotechnology manufacturing technicians. Eighty percent of these re-trainees have remained on the job after a 90-day probation period. The success of this combined partnership led to a recent award of \$2 million from the U.S. DOL to continue and expand this outstanding program, which is helping laid-off workers establish new careers in a rapidly growing industry.

San Diego Workforce Partnership, Inc. - Multiuse Biotechnology Training Center (BioCom)

The San Diego Workforce Partnership, Inc. (San Diego Board) identified biotechnology as a local industry with statewide needs as early as 2000. Formally establishing a relationship with both the life sciences and biotechnology industries, they created the BioCom project. In its project report, Path to Prosperity, the San Diego Board detailed the regional supply-and-demand issues within these industries. Establishing this workforce alliance has allowed the partners to address the workforce needs

of a rapidly growing and highly specialized industry.

Using industry needs to identify and train workers who can successfully enter into the industry's career paths is a fundamental element of the BioCom project. Due to the newness and the rapid expansion of this particular industry, career paths are still being identified and developed, as are relations between different types of companies within the industry.

The BioCom project was supported by State legislation in 2003 that provides the legal and statutory foundation for BioCom to focus solely on the needs of California's biotechnology industry and on expanding the workforce to meet those needs.

This regional alliance of life science and biotechnology industry representatives, educational institutions, workforce programs, and trade associations has also received a \$2.5 million grant from the U.S. DOL.

Construction Industry

California's construction industry is one of the State's major economic engines, with over 828,000 workers and a projected growth rate over the next ten years of 23.9 percent. Yet the number of new entrants into this industry, the trained individuals needed to fill the jobs, has been declining. Following are two local stories that reflect successful efforts to develop programs and training opportunities in order to supply this important industry with the workers it needs.

Ventura County Office of Workforce Administration – Ventura County Building Industry Profile

Using extensive localized labor market information, the Ventura County Office of Workforce Administration (Ventura Board) conducted research into specific occupations in which the construction industry was facing shortages. Then, building solid partnerships with organized labor, industry representatives, and the educational community, the Ventura Board developed programs that would help meet the industry's needs.

An advisory committee under the Ventura Board gave the labor council final approval to hire an instructor to use a pre-approved curriculum for a six-month pre-apprenticeship training program. This is funded by a State WIA grant of \$215,000 and provides pre-apprenticeship skills in carpentry, masonry, electrical, and plumbing skills. Additionally, the Ventura Board arranged for remedial math and reading classes through a local community college, to be integrated into the participants' workday.

Successful students have either obtained jobs, enrolled in advanced training leading to a community college degree, or entered an apprenticeship offered through a partnership with the Tri-County Labor Council. Encouraged by the program's success, the community college is now training 24 students each semester as a permanent part of the college's cost schedule, while the Ventura Board continues to subsidize enrollment.

Shasta County Construction Boot Camp

Shasta County, part of the Northern Rural Training and Employment Consortium faced a formidable challenge: how to meet the workforce needs of the construction industry when training programs were already at full capacity and unable to meet the increasing demand. Neither the Shasta Builder's Exchange, the county's primary construction industry partner, nor Shasta College, the local community college, had any more openings for young people wishing to enter this fast-growing industry.

Shasta County, the Shasta Builder's Exchange, and Shasta College partnered to establish a "Construction Boot Camp," initially supported by WIA funds. The program has proven so successful that the Shasta Builder's Exchange now underwrites it.

This two-week program, which students attend from 8:00 a.m. to 5:00 p.m. Monday through Friday, provides all the basic skills required of construction workers: safety, construction math, materials handling, dealing with heavy

loads (including forklift certification), road construction, drywall, roofing, landscaping, cement work, painting, and flooring. The program has achieved a 90 percent placement rate and local contractors are pleased with the caliber of the graduates. The program now provides night classes and supports a full vocational school.

Health Care Industry

The health care industry has faced nationwide shortages of nurses for several years. In California, a number of factors, including a legislative mandate to decrease the ratio of patients to nurses, have made training, educating, and retaining nurses even more urgent than in the rest of the nation. Many different initiatives, both State and local, are addressing this critical shortage.

Greater Long Beach Workforce Development Board

The Greater Long Beach Workforce Development Board (Long Beach Board), in partnership with Long Beach Memorial Medical Center, Long Beach City College, and California State University Long Beach, provides intensive and training services to

(1) assist students with the prerequisites to begin nursing programs, and (2) support incumbent health care workers, while they continue working, in completing the course work they need to attain the next level in the nursing career ladder.

The success of this project goes beyond the needed upgrading of incumbent worker skills and the resulting additional supply of trained health care workers. The partnership among the College, University, Hospital and the Local Board has resulted in a large-scale community partnership convened by Mayor Beverly O'Neill and the Long Beach Board. Nearly 100 key leaders in education, industry, and government came together in May 2004 for a day-long Medical Industries Summit.

Orange County Workforce Investment Board - Specialty Nursing Training Program

One of the ongoing challenges in nursing is the need to maintain an adequate supply of specialty nurses. Employers demand more specialty nurses for intensive care units, operating rooms, emergency rooms, and other specialized

areas of acute care. However, because of recent downsizing and budget cuts, most in-house preceptorship and training programs have been eliminated. To address this serious issue, the Orange County Workforce Investment Board (Orange County Board), the Regional Health Occupations Resource Center, Saddleback College, twenty medical industry partners, and the educational staff of several Orange County hospitals have created the Specialty Nursing Training Program with WIA statewide funding received by the Orange County Board.

The Specialty Nursing Program's goals are to:

1. Educate currently employed registered nurses (RNs) from the diverse Orange County hospital populations;
2. Improve the quality of care provided by developing nurses' critical thinking, clinical skills, and confidence; and
3. Increase retention rates for specialty nurses participating in the program.

RNs are chosen by their employing hospital to attend one of the training courses: telemetry, critical care,

emergency, and pediatrics. The hospitals pay the nurses to attend the courses, which range from 50 to 100 hours, and provide two to six months of clinical orientation with a preceptor to help nurses apply the knowledge and skills they learn in the classes.

To date, the Specialty Nursing Training Program has trained 394 RNs and anticipates training another 150 by the end of 2004. Participating hospitals have noted a decreased attrition rate and increased confidence in the new specialty nurses. The success of the program has been so valuable to the hospitals that they have agreed to fund the continuation of the program's course in critical care in lieu of other grant funding.

Merced County Workforce Investment Board

Merced County has also felt the nationwide decline in the number of nurses. Jobs for RNs in Merced County are expected to grow by 20.4 percent by the year 2006, placing RNs among the top 25 percent of the area's fastest-growing occupations. So severe is the shortage that it took 68 percent of local

employers more than six months to fill their most recently advertised nursing vacancies.

To address this critical need, the Merced County Workforce Investment Board (Merced County Board) developed a partnership with Merced College, local hospitals, and related health care agencies to pool their resources and expand the only RN training program in the Local Area. The program doubled the number of students enrolling in the nursing program each year from 24 to 48. To increase the odds that graduates would remain in the county once they became RNs, local residents receive priority for admission to the program. Relationship-building and matching local employers with students is a strategy also used to encourage graduates to stay and work in the county. Also, through a Wellness Foundation grant, the partnership performs community outreach to ensure the diversity of students in the nursing program.

Chapter 5

Removing Barriers for Targeted Special Populations

“Jobs bring revenue to the state, and revenue brings and allows us to do the right things for education, for the environment, for the disabled, the elderly and all those in need...”

***- Governor Arnold Schwarzenegger,
State of the State Address January
2004***

The Governor’s third workforce priority is to better serve populations with particular needs, including those with serious barriers to employment. This priority recognizes the need for workforce inclusion and for expanding opportunity to those in greater need of services to enter or succeed in the workforce. By investing in human capital in this way, the workforce system can better meet the needs of the State’s business and industry.

The local projects highlighted in this chapter are focused on providing customized services to assist individuals

to prepare for and gain employment, often in jobs that businesses may otherwise be unable to fill. While there are many special needs populations, the sampling reported herein is for people with disabilities, ex-offenders, at-risk youth, veterans, and people with language barriers. Many of the individuals in these populations are economically disadvantaged as well.

WIA funds are often distributed, either by the State or by Local Boards, to community-based organizations that propose or operate programs that target their communities’ special needs customers. These community-based programs are often funded with the cooperation and support of Local Boards. Some of the following stories reflect the efforts of such community-based programs.

People with Disabilities

Employability

The ***EmployABILITY*** partnership began in Southern California as a collaboration of service professionals working together through the WorkSource California system in Los

Angeles. EmployABILITY's goals are to build the capacity of service professionals to help people with disabilities find jobs and build careers, and to assist the employers who hire them. These efforts have proven so successful that, beginning in September 2003, the State Board, the EDD, and the California Department of Rehabilitation (DOR) developed an interagency agreement with EmployABILITY to make its training program and Internet resources available to all of California's 50 Local Areas. The program provides locally-based and locally-focused disability sensitivity training to increase participation and improve employment outcomes for One-Stop Career Center customers with disabilities. There are three key components of the EmployABILITY program: Legacy Diversity Training, the *EmployABILITY Resource Guide*, and Local Partnerships. EmployABILITY's regional "Certified Legacy Facilitators" are assisting Local Areas in building local partnerships. Through strengthened collaboration, each partner can maximize financial resources and enhance services to job seekers with disabilities and to the employers who hire them.

Governor's Committee on Employment of People with Disabilities and Orange County Workforce Investment Board

Union Bank of California Employment Pilot

As a result of the work and action of the Governor's Committee on Employment of People with Disabilities, a meeting with Remedy Intelligent Staffing (headquartered in Orange County), the Union Bank of California, the Orange County Workforce Investment Board (Orange County Board), and the DOR, the Orange County Local Area was chosen as the site for the Orange County Board-Union Bank Pilot Project. The goal of the Pilot is for the One-Stop Career Center and DOR to collaborate in referring job-ready individuals with disabilities to Remedy for placement with the Union Bank.

These are temporary positions, with the opportunity to convert to permanent, full-time. There are also individuals who will be referred directly to Union Bank for placement in permanent, full-time positions. Both Remedy and Union Bank representatives requested a review of their work locations to ensure that

they are accessible for people with disabilities.

In the initial phase of the Pilot, Remedy and Union Bank will provide the One-Stop Career Center and DOR staff with job descriptions, salary scales, locations of available jobs, shifts available, benefits, testing processes, and assessments. They will also provide tours of facilities both at the Remedy offices and the Union Bank locations. DOR and One-Stop staff will conduct a half-day training for on-site Remedy and Union Bank managers and human resources staff to ensure that they understand the "nuts and bolts" of the Pilot. The program will include training in sensitivity awareness and in benefit payments for people with disabilities.

Ex-Offenders

Oakland Acts Full Gospel Church - "Men of Valor Academy"

The nonprofit social services arm of the Acts Full Gospel Church in Oakland, using a State discretionary WIA grant, the Men of Valor Academy is currently providing a structured live-in

environment for re-introducing ex-offenders into civilian life. The Academy enrolls ex-offenders for 18 months of counseling, life skills training, and job training, coupled with employment assistance. Enrollment is voluntary and all participants are required to sign a code of conduct (prohibiting drug use, visitors, gambling, profanity, and loud music) as the first step to securing a positive environment. That environment includes a daily wake-up regimen, lunch, and work/training schedules in addition to coursework and a work-training curriculum. The Academy collaborates with the Alameda County Probation Department, the Santa Rita Correctional Facility, the Alameda County Sheriff's Department, and others to obtain voluntary referrals and provide services based on participant needs.

San Diego Second Chance "STRIVE" Program

Second Chance is based in San Diego and funded through a state discretionary WIA grant. Its STRIVE program provides jobs, housing, and supportive services for ex-offenders and homeless men and women who have substantial

barriers to employment, including disabilities, and who are least likely to seek out traditional governmental services. The program is comprised of 120 instructional hours over three weeks, and emphasizes individual accountability and overcoming barriers to self-sufficiency.

Graduates of the STRIVE program receive two years of follow-up services that emphasize job retention, improving lifestyles and economic condition, and developing career paths. Approximately 80 percent of enrollees are ex-offenders. Of the program's graduates, approximately 83 percent have entered into unsubsidized employment.

Youth

San Fernando Valley - Penny Lane Foster Youth Program

The San Fernando Valley's Penny Lane Foster Youth Program, funded through a State discretionary WIA grant, works with foster youth to help them overcome the barriers that prevent them from becoming productive members of their communities. Each foster youth who enters the program goes through an

intensive meeting with a case manager, guardians, parents, foster parents, and other key individuals. These meetings focus on the youth's special needs, health issues, emotional problems, education and skill level, interests, and any other needs.

The meetings also describe the various training options that are available, such as basic life skills, job clubs, computer skills, independent living skills, money management, and appropriate attitude and behavior, as well as how to dress for success, get along with co-workers and supervisors, search for a job, complete an application or resume, and connect with other local vocational and technical training programs.

San Francisco - GirlSource

GirlSource is a San Francisco-based program, funded through a State discretionary WIA grant, serving low-income women ages 14 to 18. Its objective is to teach young women the job skills they will need for post-program placement in paid internships or jobs.

GirlSource provides a safe environment where participants form long-lasting relationships with staff members, who become their role models for success. The intensive after-school program, four days a week for 15 weeks, teaches technical skills and a software package (Microsoft Word), Internet use, Dreamweaver technology for website design, and digital photography. The program also offers college-preparatory workshops, tutoring, and mentoring for college-bound young women. To date, 82 percent of the participants have completed the course, with 80 percent of those going on to college. Of the teen mothers who have attended GirlSource, 75 percent have obtained a high school diploma, with 50 percent of those going on to college.

California Youth Council Institute

New Ways to Work, together with the California Workforce Association (CWA), provide technical assistance and training through the Youth Council Institute (YCi) to California's 50 local youth councils. YCi was launched in 2001 in response to needs identified by the State Board regarding local implementation of the vision set forth in

the WIA, whereby local youth councils would serve as architects of and catalysts for broad-based, local youth-serving systems.

YCi is building the capacity of youth council members, staff and practitioners by developing and distributing frameworks and tools; offering training and support for strategic planning activities; developing and supporting a peer learning network; training in the implementation of WIA's ten elements; collecting and disseminating best practices; providing formal communication between the State Youth Council and local youth councils; engaging in continuous improvement activities; and being responsive to local needs.

YCi actively encourages Local Areas to pursue the broader strategic agenda captured in the "All Youth-One System" concept that has been adopted by the State Youth Council. Participating local youth councils strive to develop a system that ensures equity, access, and high-quality services and educational opportunities for all youth.

During fiscal year 2003-04, New Ways to Work upgraded the tools and frameworks for the YCi and distributed a *YCi Guidebook* to local youth councils. The *Guidebook* was disseminated to over 1,000 youth council members, staff and practitioners statewide.

Local youth council responses to statewide YCi surveys illustrate the impact YCi has had on communities across the state:

- Sixty-eight percent reported that their youth council has formally endorsed or adopted “All Youth-One System” as their approach.
- Eighty-five percent reported that their youth council has utilized the “All Youth-One System” frameworks.
- Seventy-four percent reported that the “All Youth-One System” frameworks have had an impact on the work of their youth council.

In November 2003, YCi surveyed the practitioner network to ascertain the greatest area of need and to develop a technical assistance plan. The CWA hosted its fourth annual Youth Conference, attended by over 400 youth council members, staff, practitioners and youth. YCi trained over 320 individuals throughout the state in a series of

conference calls and regional workshops, as well as a statewide institute. Training topics include: Building Comprehensive Youth-Serving Systems, Functions of a Youth Council Building the System, Engaging Workplace Partners, and Involving Youth on Youth Councils and Other Boards.

In addition to workshops and conference calls, network members were also supported through the use of YCi print and electronic resources, including the YCi listserve, *YCideas*, *YCinfo Search*, and the *YCi Reporter*. All of these resources provide strong, invaluable support for Youth Council members and practitioners.

Veterans

The Kern, Inyo, Mono Workforce Investment Board - Veterans Workforce Investment Program

The Veterans Workforce Investment Program was developed by the Kern/Inyo/Mono Workforce Investment Board (Kern/Inyo/Mono Board) to coordinate and streamline services to veterans residing in the three counties that make up this Local Area. In

collaboration with governmental agencies, community-based organizations, and other partners, a Resource Room for Veterans was developed at the Golden State Office of the Kern County Veterans Services Department. Other local organizations that serve the needs of veterans are now located at this site, making it a “Vet” One-Stop.

The goal is to provide an atmosphere conducive to clients’ networking, as well as to enhance the services currently provided by all partner agencies, which include Kern County Veteran Services, the California Veterans Assistance Foundation, the EDD, and the Career Services Centers. The objective is to assist veterans in gaining self-sufficiency by providing training, support services, and interactive workshops to assist in their rehabilitation needs. Additionally, a mix of services and partners was developed to provide participants with income, medical and dental coverage, and a support system for transitioning to civilian life.

People with Language Barriers

Alameda County Workforce Investment Board

The lack of workplace literacy is, for many Californians, a barrier to success in employment and careers.

Recognizing this, Local Areas with significant populations of people with language barriers are developing and operating programs that include Vocational English as a Second Language (VESL) services, often in partnership with local California Adult Education and Family Literacy providers.

One such program was developed by the Alameda County Workforce Investment Board (Alameda Board) and their business services staff, who partnered with the San Francisco City College (City College) Center for Applied Competitive Technologies to provide customized onsite VESL services to employees of Meyer Sound, a Berkeley-based manufacturer of high-technology loudspeaker systems.

Meyer Sound vice president Helen Meyer, a member of the Alameda Board, expressed a need for VESL training for

the company's workers. After a thorough assessment and evaluation, and in partnership with the Alameda Board, City College worked with team members, including representatives from Meyer Sound, to design a customized VESL program.

City College designed two levels of VESL classes for Meyer Sound, one for the loudspeaker assembly and testing group, the other for the electronic assembly areas. The goal was to enhance employees' English skills so they could communicate with supervisors, complete written forms, read information from mechanical and electrical drawings, and understand the documentation for each step in the assembly process.

Meyer Sound was very satisfied with the results. Participants expanded their work-related vocabulary, improved listening skills, and grew more outgoing and comfortable with spoken English. Without this valuable training, incumbent workers had been at risk of being laid off.

Chapter 6

Workforce Investment Act Title 1 Program Performance

This section of the California WIA Annual Report provides the required narrative and tables that concisely summarize our WIA Title I performance. WIA Title I programs include adult, youth, dislocated worker, rapid response and statewide required activities. This section also contains the required customer satisfaction assessment.

The narrative explains the following tables, which explicitly detail the program outcomes for each of the client groups as compared to the planned outcomes.

This version of California's Annual Report does not contain the data tables for WIA outcomes in each of California's 50 Local Areas during PY 2003-04. Those data tables may be viewed and downloaded by accessing the State Board's website at <http://www.calwia.org/>.

Program Outcome Narrative

In PY 2003-04, California's WIA funding declined 16 percent from PY 2002-03, and participants served declined by about 13 percent to 136,000. Despite this decline in funding and continued high unemployment (about 6.7 percent statewide) during the performance period, employment outcomes for WIA Title I clients continue to be strong. Even with rising performance expectations from the Secretary of Labor on 12 of the 15 employment based measures, California exceeded all but two of the state's performance goals. Post-program wages are still below our goals for both adult and dislocated worker program clients.

Performance on all adult program measures is up over last year. Employment outcomes for California's dislocated workers are holding steady. The portion of adult program clients entering and retaining employment has risen almost two percentage points, and the average increase in wages following program participation is up by 15

percent over last year. Among dislocated workers, the entered employment rate is down slightly, but the state is still surpassing its goal. Employment retention for dislocated workers leaving our program remains stable at 88 percent.

The challenge that California faces is in obtaining significant wage increases for adult clients, including dislocated workers. This seems to be a statewide issue driven primarily by the relative nature of the measuring criteria. The higher a client's wages before entering a WIA program, the higher his or her earnings must be after leaving the program. Although 66 percent of clients in the adult program are low-wage workers, pre-program wages vary dramatically across the state. The pre-program range can be from as low as \$3,000 to as high as \$10,000 over a six-month period. Lower pre-program wages can be seen in some inner-city and rural areas with relatively high unemployment rates. As might be expected, pre-program wages tend to be higher in areas with below-average unemployment rates. Average post-program wages show less variability,

which probably reflects low-wage job growth and slower job growth in high-wage occupations. This results in smaller overall wage gains for the state's WIA clients. Wage-replacement rates for California's dislocated workers remain over 80 percent.

Research suggests that obtaining employability credentials for clients improves their odds of entering the labor market. These credentials can include occupational licenses, skill certificates, high school diplomas or equivalents, and more advanced degrees such as associate and bachelor's degrees. California has struggled with these employment measures. Anecdotal data suggests that this is because many clients are eager for employment and resist the longer-term investment required to obtain skill certificates. Even so, credential attainments are improving for all client groups. Disregarding the first year of the program, when data collection was a barrier to proper evaluation of this measure, credential attainment has increased almost ten percentage points over the last three years in both the dislocated worker and older youth programs.

Services for California's low-income youth with barriers to employment continue to meet with considerable success. The state surpassed all of its performance goals among this client group. Over 80 percent of clients are meeting their literacy and occupational skill goals. The attainment of high school diplomas (or equivalents) among clients ages 14 to 17 is up significantly, from 54 percent in the first year of the program to over 61 percent in PY 2003-04. Post-program retention in employment, military service, or postsecondary education is also up, from 53 to almost 60 percent. This is a powerful testimonial to California's services to its up-and-coming workforce.

California's efforts toward continuous improvement are exemplified by the state's goals relative to those of other states. With few exceptions, California's performance goals for PY 2003-04 are *higher* than other states of similar size and diversity, such as New York, Texas and Florida. What is more important, California believes that attainment of these goals translates to better labor market attachment for job seekers, and contributes to economic

success for all clients, employers as well as job seekers.

Customer Satisfaction

California is committed to improving its services to WIA customers. To support this effort, the state measures job seeker and employer satisfaction at both statewide and regional levels. The results indicate a high level of satisfaction among job seekers and employers. On the American Customer Satisfaction Index, job seeker satisfaction is rated at 74.6, employer satisfaction at 67.9. Because of the state's outstanding customer satisfaction since the inception of WIA, the Secretary of Labor raised California's goals in this area for PY 2003-04. The statewide goal is now 75 for both client groups.

Performance on both indices is down from last year. This year, a larger proportion of the employer clients interviewed utilized the labor exchange system, with limited direct interaction with the full-service One-Stop Career and Business Service Centers. With respect to the job seeker index, for this

report the statewide job seeker customer satisfaction sample is smaller and may not be as representative of the full population. Less personal intervention with the customer often translates to more moderate customer satisfaction ratings.

To evaluate customer satisfaction regionally, the state developed its own instrument and methodology for measuring customer satisfaction. Responses were collected by telephone from job seekers leaving the program between January and December 2003. Job seekers were asked to rate their overall satisfaction with the services they received on a scale of 1 (“very dissatisfied”) to 10 (“very satisfied”). Employers who received a substantial service from a Local Board during the same time period were surveyed by mail. Employers were asked to rate their overall satisfaction with the services they received on the same 1-to-10 scale.

Regional Customer Satisfaction Results		
Region	Job Seekers	Employers
Humboldt, Mendocino, Northern Rural Training & Employment Consortium	7.7	8.9
Golden Sierra, North Central Counties, Sacramento, Yolo	8.8	7.9
Marin, Napa, Solano, Sonoma	8.5	8.4
Alameda, Contra Costa, Oakland, Richmond, San Francisco, San Mateo	8.0	8.9
Monterey, North Valley Job Training Consortium, San Benito, San Jose, Santa Cruz	8.0	8.5
Fresno, Kern/Inyo/Mono, Kings, Madera, Merced, Mother Lode, San Joaquin, Stanislaus, Tulare, Imperial	8.4	8.7
Santa Barbara, San Luis Obispo, Ventura	8.2	8.7
Carson/Lomita/Torrance, Foothill, Long Beach, LA City, LA County, South Bay, Southeast LA County, Verdugo	8.1	8.1
Anaheim, Orange, Riverside, Santa Ana, San Bernardino City, San Bernardino County, San Diego	8.2	8.3

WIA STATEWIDE PERFORMANCE TABLE AS OF AUGUST 2004

Performance Measure	PY 2000/01 ^{1/} Performance		PY 2001/02 ^{1/} Performance		PY 2002/03 ^{1/} Performance		PY 2003/04 ^{2/} Performance	
	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Adult Program								
Entered Employment	72%	66%	77%	68%	73%	70%	72.1%	72%
Retention	81%	74%	82%	76%	81%	78%	82.7%	81%
Wage Gain	\$4,162	\$3,500	\$3,419	\$3,600	\$2,759	\$3,400	\$3,179	\$3,400
Employment and Credential	13%	40%	54%	50%	54%	50%	55.9%	50%
Dislocated Workers								
Entered Employment	77%	68%	83%	69%	83%	70%	80.1%	79%
Retention	87%	81%	88%	83%	88%	85%	88.3%	88%
Wage Replacement	102%	85%	104%	86%	84%	88%	81.4%	96%
Employment and Credential	17%	40%	58%	42%	65%	45%	66.8%	58%
Older Youth								
Entered Employment	68%	55%	71%	56%	71%	58%	71.5%	66%
Retention	78%	70%	79%	72%	80%	74%	78.3%	76.5%
Wage Gain	\$3,472	\$2,500	\$3,191	\$2,600	\$3,464	\$2,700	\$3,604	\$3,000
Employment and Credential	6%	36%	27%	42%	33%	30%	35.7%	30%
Younger Youth								
Skill Attainment	89%	65%	74.1% ^{3/}	70%	79%	75%	80.7%	76%
Diploma or Equivalent	54%	40%	53%	42%	64%	45%	61.5%	55%
Retention (Education, Military or Employment)	53%	40%	53%	42%	59%	45%	59.3%	53%
Employer Customer Satisfaction (Index)	0	64	76	65	73	66	67.9	75
Job Seeker Customer Satisfaction (Index)	73	66	77	67	76	68	74.6	75
^{1/} For Program Years (PY) 2000, 2001, and 2002 the performance cohort for the entered employment, employment and credential, retention and wages is from October 1 of the previous program year to September 30 of the current program year. For example, for PY 2002, the client cohort being evaluated is October 1, 2001 through September 30, 2002. For the Skill Attainment measure the cohort is Younger Youth clients scheduled to reach their goals during the PY, July 1 through June 30. The Younger Youth Diploma and Equivalent rate is based on Younger Youth leaving the program during the PY.								
^{2/} For PY 2003, the Department of Labor redefined the performance cohorts in order to accommodate earlier completion of the Annual Report. For this PY the cohort for the Entered Employment Rates and the Employment and Credential Rates is October 1, 2002 through September 30, 2003. The wage and retention measures are based on the clients leaving the programs between April 1, 2002 and March 31, 2003. The Skill Attainment Rate and the Diploma and Equivalent Rate evaluate the performance for clients leaving the Younger Youth Program between April 1, 2003 and March 31, 2004.								
^{3/} Skill attainment goal declined in program year 2001-2002 because of a correction to the calculation process.								

Adult Program Tables

Table B - Adult Program Results At-A-Glance

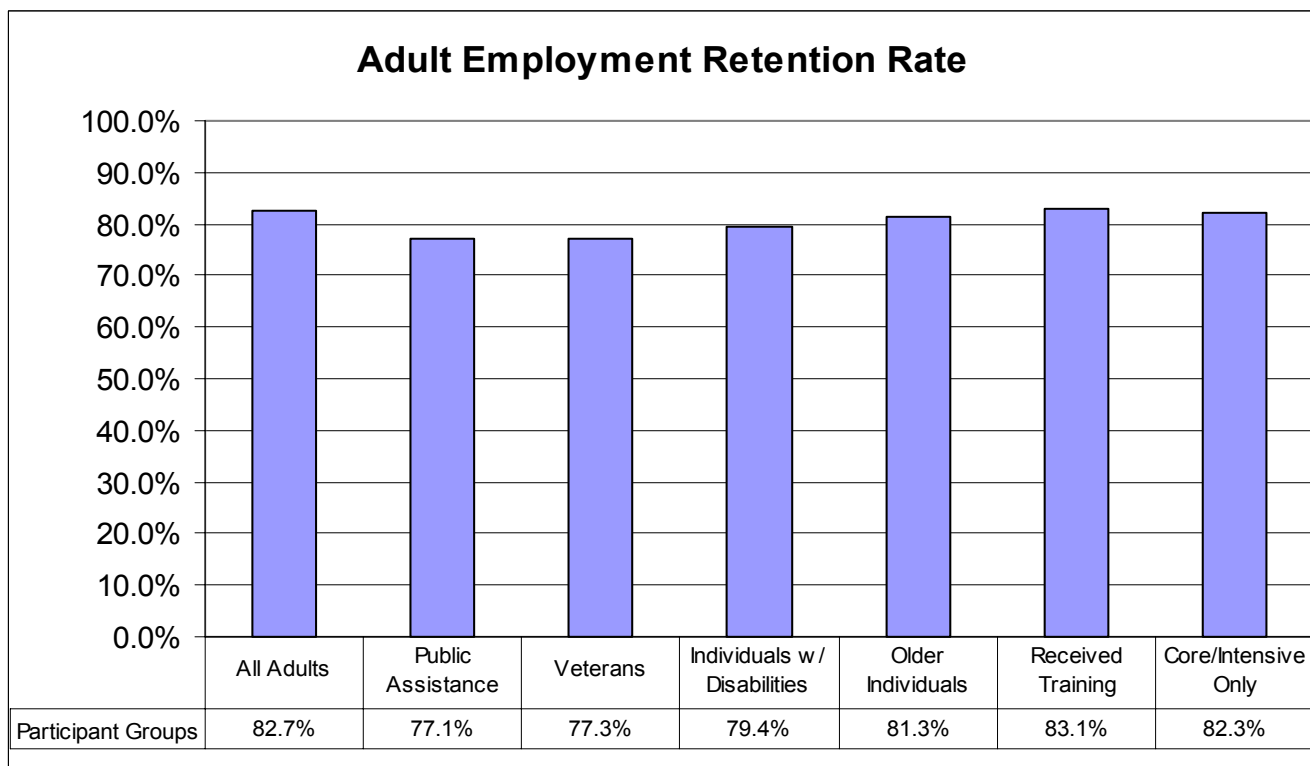
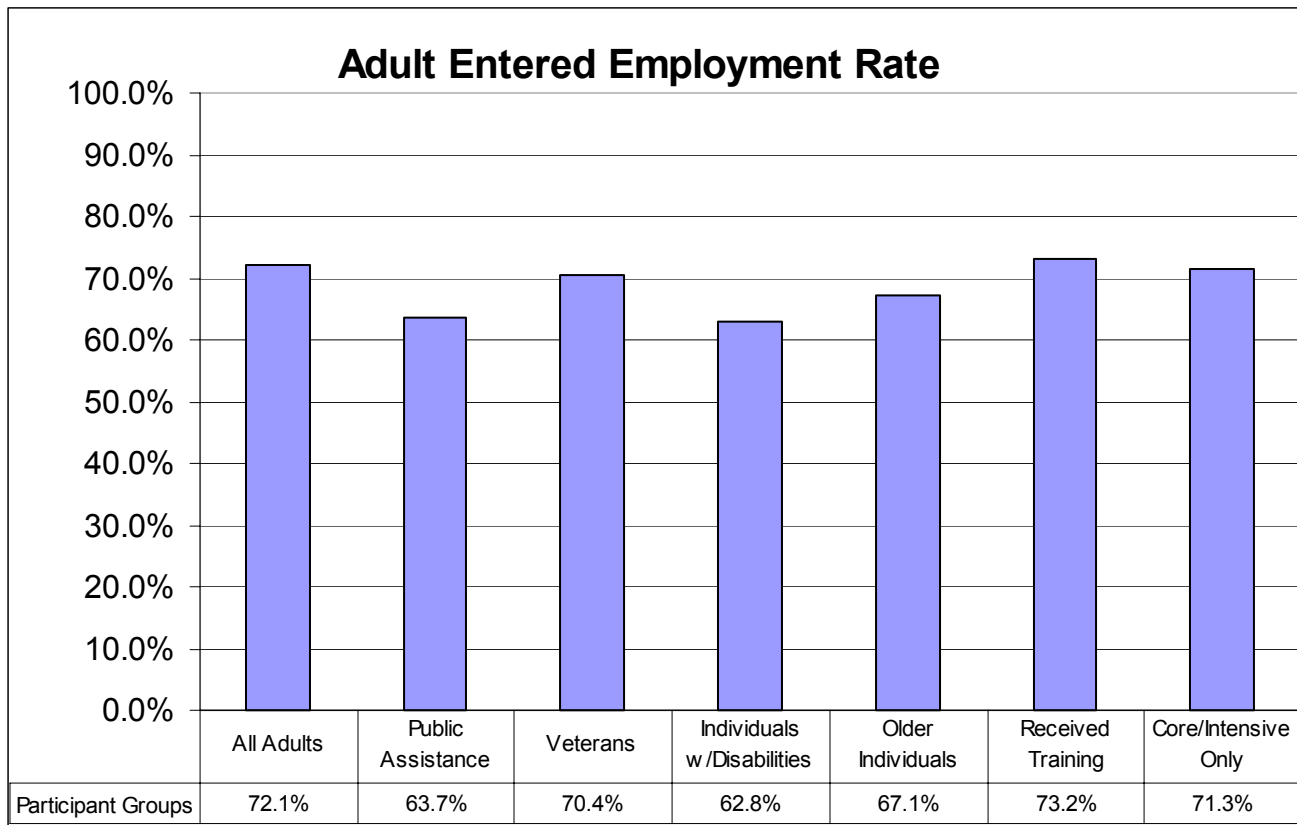
	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	72.0%	72.1%	20,721 28,749
Employment Retention Rate	81.0%	82.7%	22,101 26,738
Earnings Change in Six Months	\$3,400	\$3,179	\$81,235,850 25,555
Employment And Credential Rate	50.0%	55.9%	9,234 16,534

Table C - Outcomes for Adult Special Populations

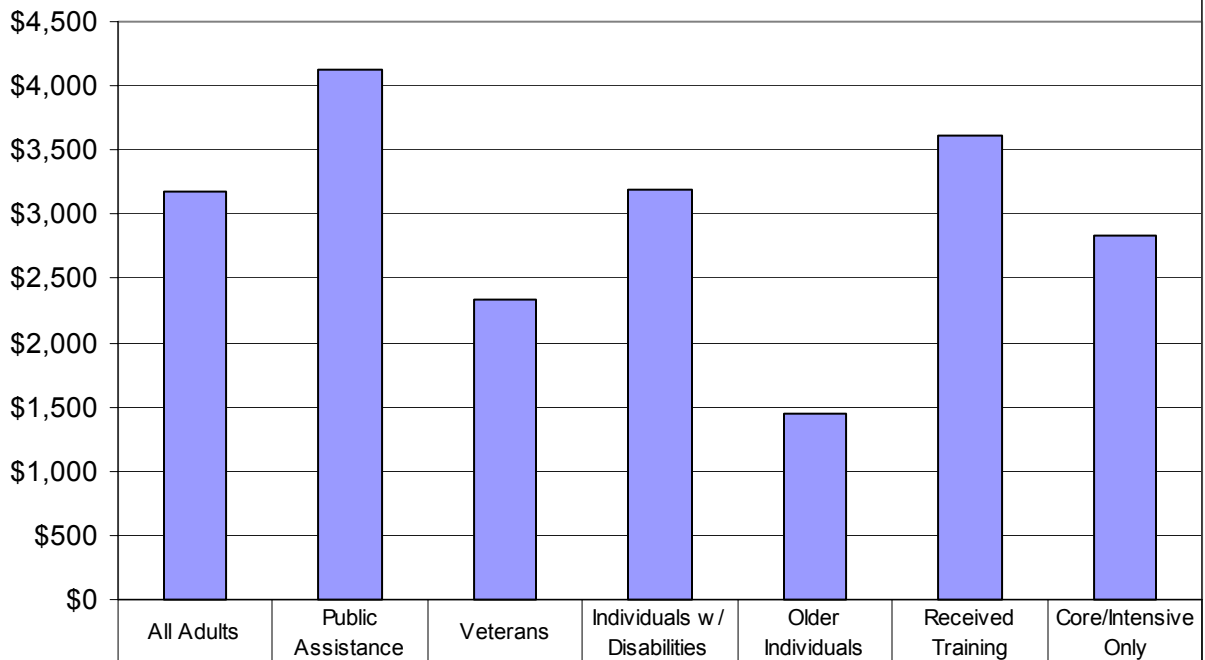
	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	63.7%	2,433 3,820	70.4%	2,581 3,669	62.8%	1,812 2,886	67.1%	1759 2,621
Employment Retention Rate	77.1%	2,423 3,141	77.3%	2,282 2,951	79.4%	1,678 2,113	81.3%	1623 1996
Earnings Change in Six Months	\$4,119	\$12,308,977 2,988	\$2,341	\$6,429,469 2,746	\$3,190	\$6,383,780 2,001	\$1,455	\$2,694,615 1852
Employment And Credential Rate	50.5%	1279 2,534	46.7%	1058 2,267	40.1%	523 1,303	46.6%	536 1,151

Table D - Other Outcome Information for the Adult Program

	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	73.2%	8,777 11,996	71.3%	11,863 16,635
Employment Retention Rate	83.1%	10,068 12,109	82.3%	11,946 14,518
Earnings Change in Six Months	\$3,620	\$41,575,283 11,485	\$2,836	\$39,602,501 13,962
Employment And Credential Rate	55.9%	9,234 16,534		

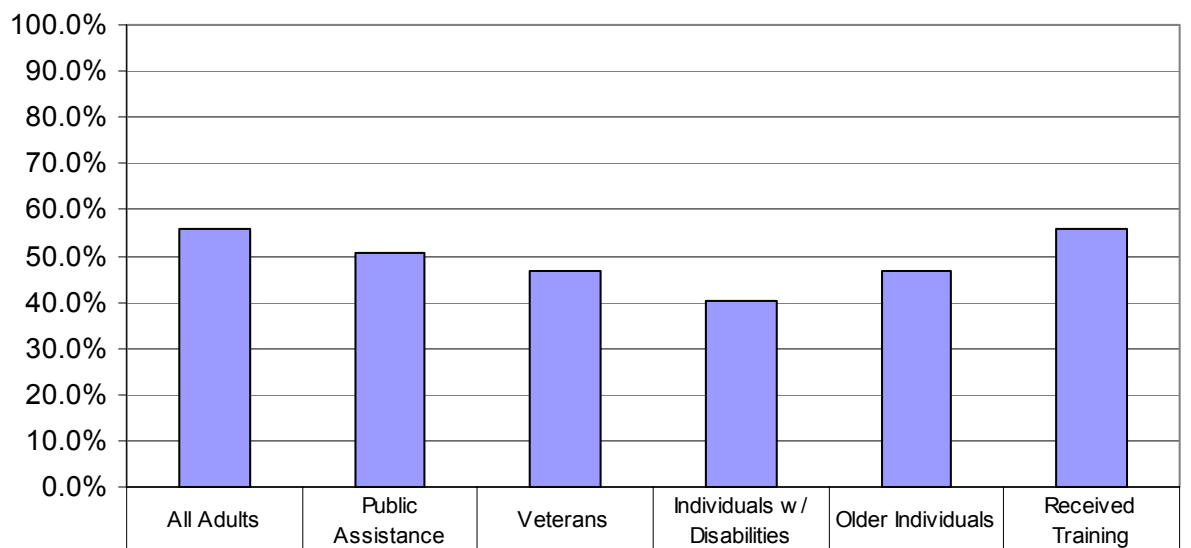


Adult Earnings Change Rate



Participant Groups	\$3,179	\$4,119	\$2,341	\$3,190	\$1,455	\$3,620	\$2,836
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Adult Employment & Credential Rate



Participant Groups	55.9%	50.5%	46.7%	40.1%	46.6%	55.9%
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Dislocated Worker Program Tables

Table E - Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	79.0%	80.1%	16,362 20,438
Employment Retention Rate	88.0%	88.3%	14,439 16,353
Earnings Replacement in Six Months	96.0%	81.4%	\$201,530,485 \$247,656,665
Employment And Credential Rate	58.0%	66.8%	6,902 10,331

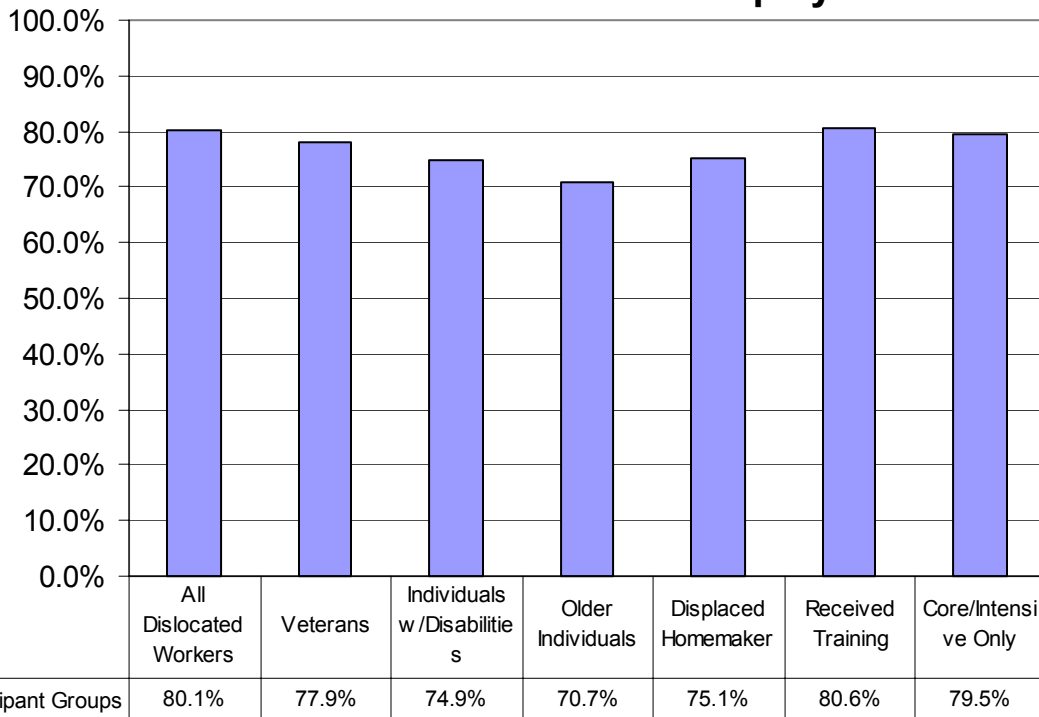
Table F - Outcomes for Dislocated Worker Special Populations

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	77.9%	1,481 1,902	74.9%	729 973	70.7%	1,700 2,406	75.1%	169 225
Employment Retention Rate	87.3%	1,299 1,488	86.1%	652 757	86.2%	1418 1,646	83.7%	113 135
Earnings Replacement Rate	72.8%	\$19,654,629 \$26,989,042	84.2%	\$8,744,812 \$10,385,867	65.6%	\$18,012,072 \$27,454,598	439.3%	\$1,019,574 \$232,089
Employment And Credential Rate	62.7%	586 934	59.7%	314 526	57.0%	578 1,015	61.2%	79 129

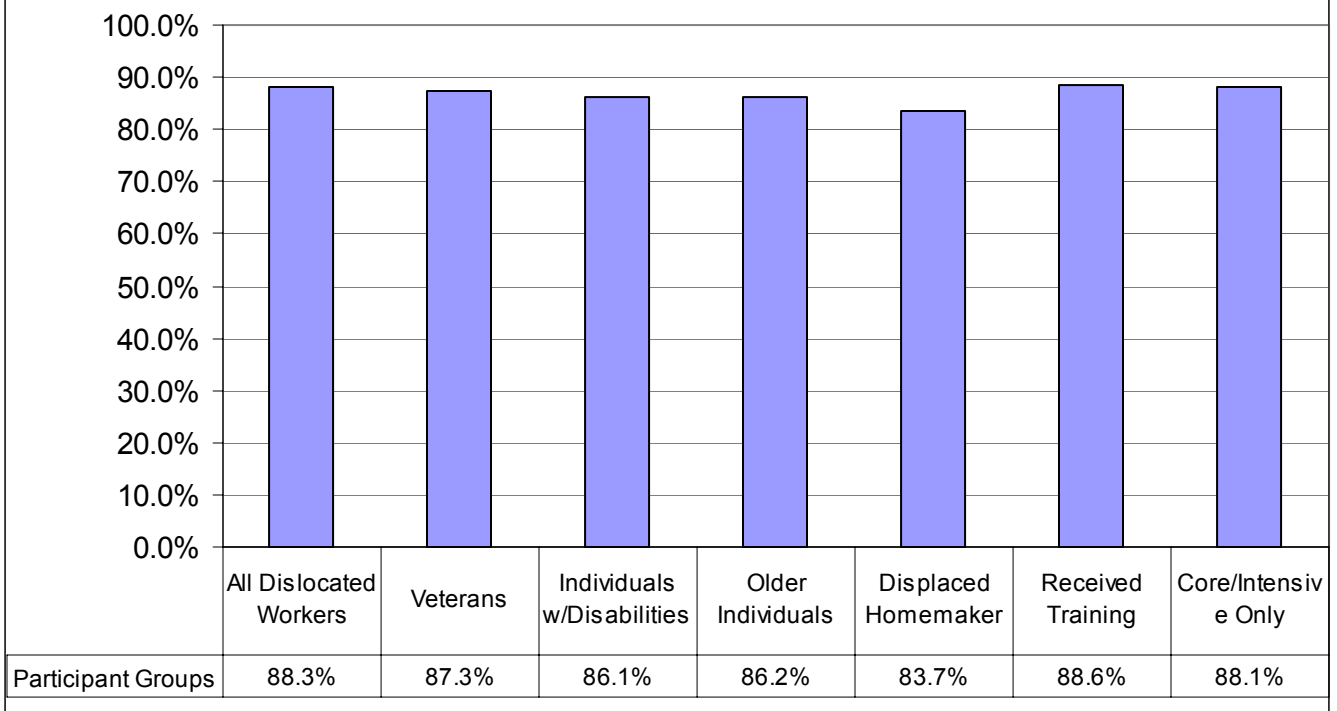
Table G - Other Outcome Information for the Dislocated Worker Program

	Individuals Who Received Training Services		Individuals Who Received Only Core & Intensive Services	
Entered Employment Rate	80.6%	8,077 10,016	79.5%	8,242 10,370
Employment Retention Rate	88.6%	6,890 7,778	88.1%	7,512 8,527
Earnings Replacement Rate	80.7%	\$94,206,824 \$116,773,552	81.9%	\$106,884,371 \$130,463,217
Employment And Credential Rate	66.8%	6,902 10,331		

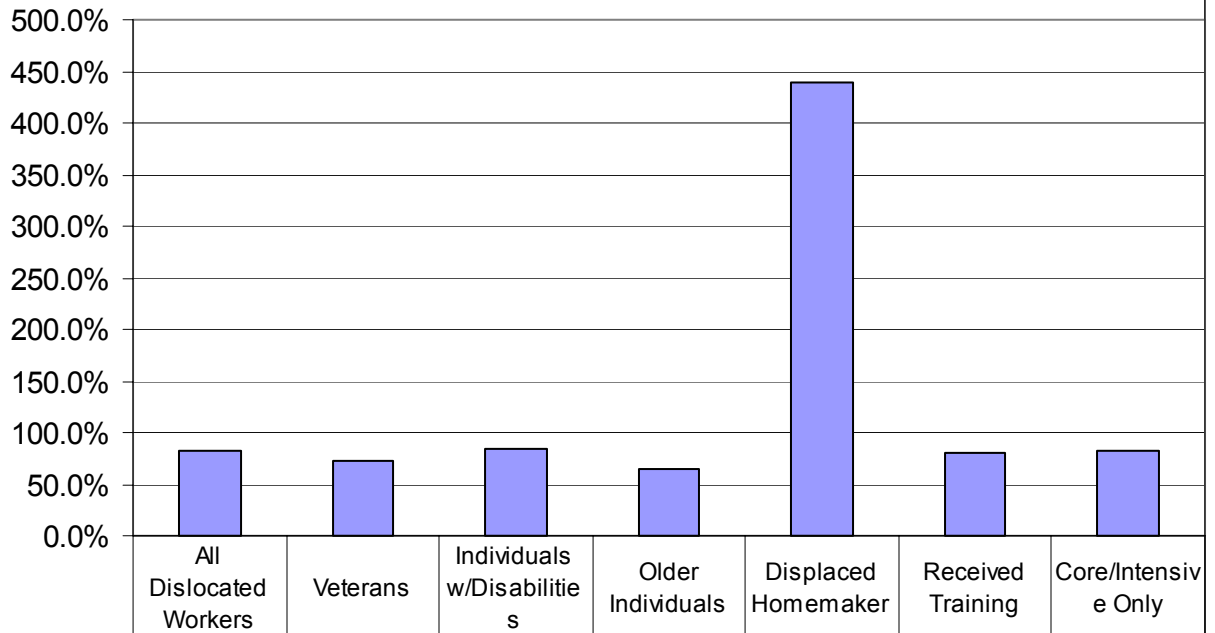
Dislocated Worker Entered Employment Rate



Dislocated Worker Employment Retention Rate

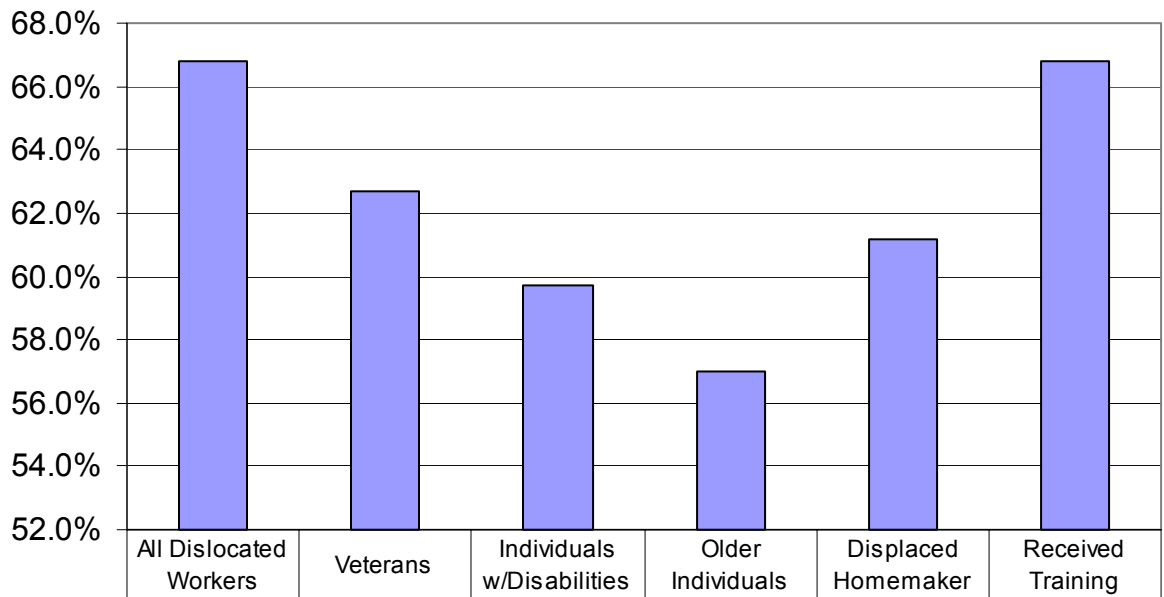


Dislocated Worker Earnings Replacement Rate



Participant Groups	81.4%	72.8%	84.2%	65.6%	439.3%	80.7%	81.9%
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Dislocated Worker Employment & Credential Rate



Participant Groups	66.8%	62.7%	59.7%	57.0%	61.2%	66.8%
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Older Youth Program Tables

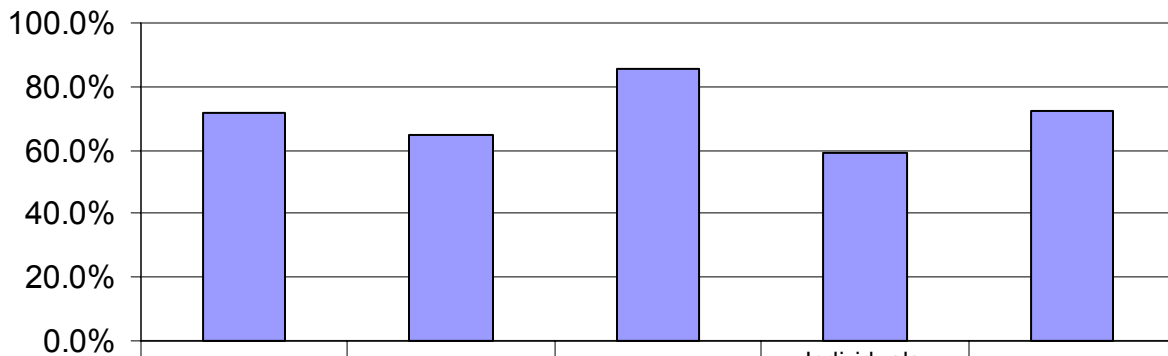
Table H - Older Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	66.0%	71.5%	2,484 3,473
Employment Retention Rate	76.5%	78.3%	2,049 2,618
Earnings Change in Six Months	\$3,000	\$3,604	\$8,433,262 2,340
Employment And Credential Rate	30.0%	35.7%	1,488 4,168

Table I - Outcomes for Older Youth Special Populations

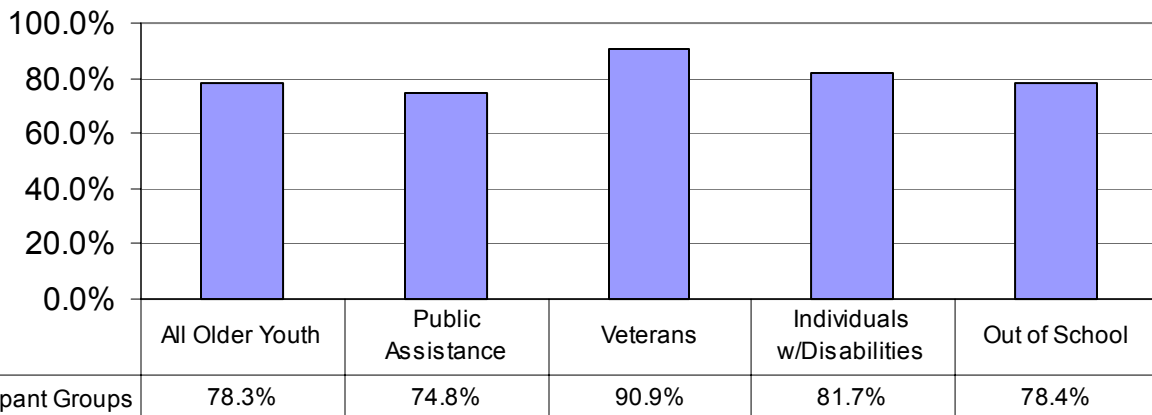
	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	64.5%	544 844	85.7%	6 7	59.1%	166 281	72.2%	2,134 2,955
Employment Retention Rate	74.8%	383 512	90.9%	10 11	81.7%	134 164	78.4%	1763 2250
Earnings Change in Six Months	\$3,888	\$1,792,454 461	\$5,536	\$55,359 10	\$3,037	\$452,565 149	\$3,619	\$7,267,919 2008
Credential Rate	33.7%	329 976	45.5%	5 11	37.1%	130 350	36.3%	1288 3,548

Older Youth Entered Employment Rate

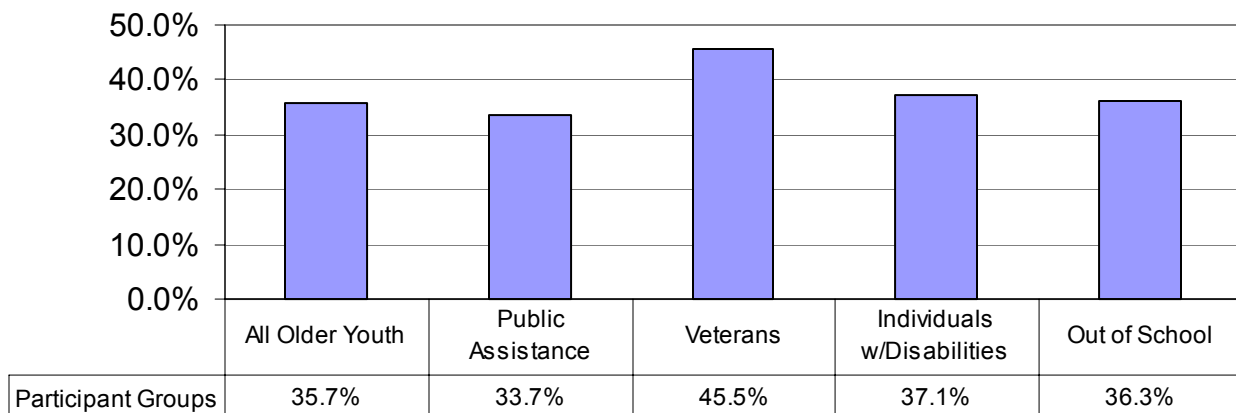


Participant Groups	71.5%	64.5%	85.7%	59.1%	72.2%
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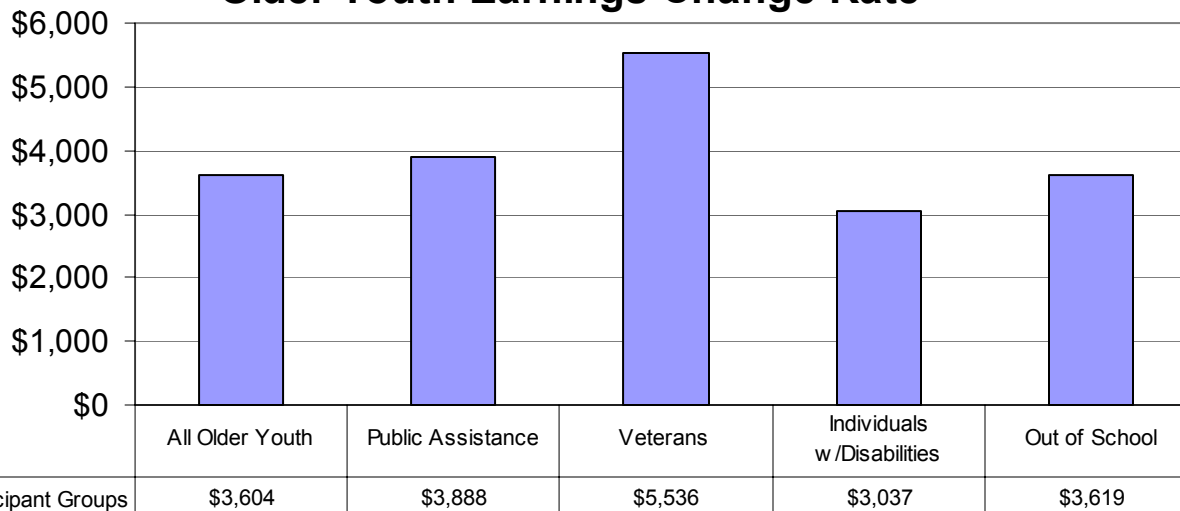
Older Youth Employment Retention Rate



Older Youth Employment & Credential Rate



Older Youth Earnings Change Rate



Younger Youth Program Tables

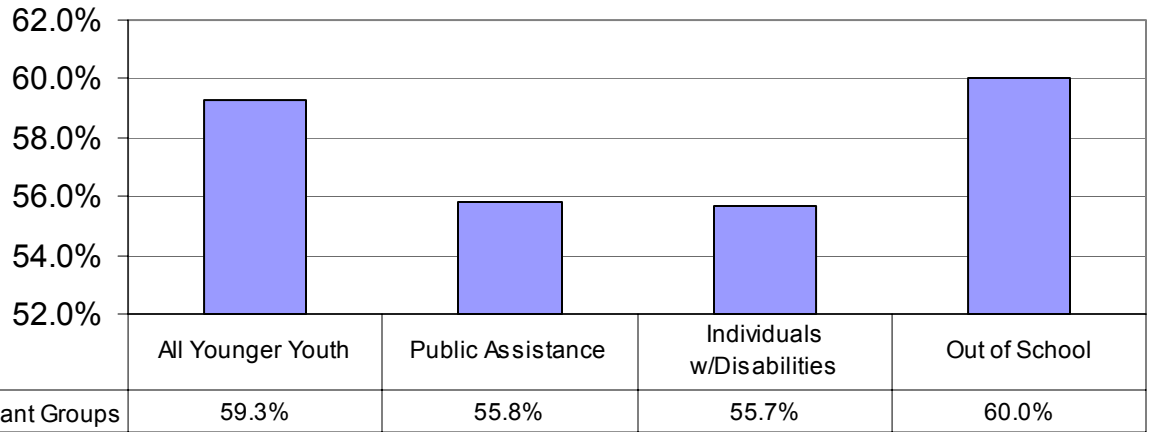
Table J - Younger Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Skill Attainment Rate	76.0%	80.7%	28,093
			34,832
Diploma or Equivalent Rate	55.0%	61.5%	4,969
			8,075
Retention Rate	53.0%	59.3%	5,922
			9,981

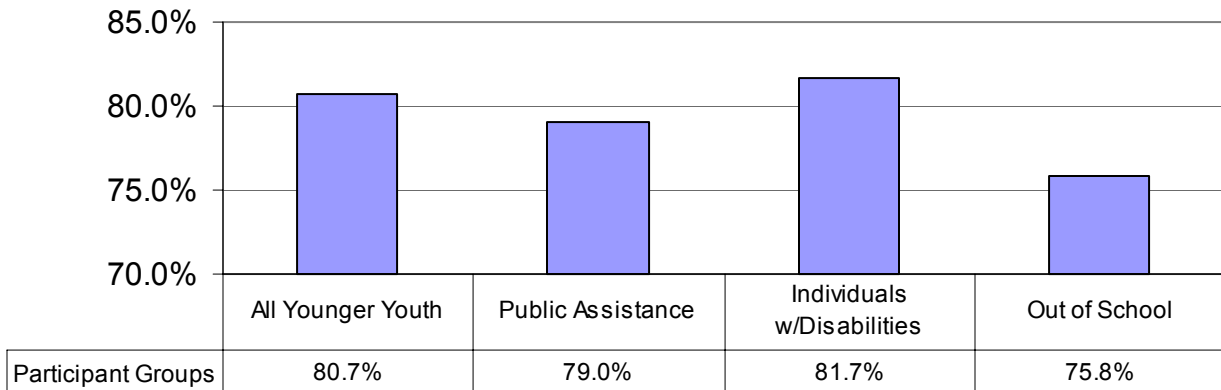
Table K - Outcomes for Younger Youth Special Populations

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	79.0%	9,327	81.7%	4,065	75.8%	3,040
		11,806		4,973		4,010
Diploma or Equivalent Rate	59.6%	1,598	70.3%	913	25.2%	238
		2,682		1,299		944
Retention Rate	55.8%	1,857	55.7%	792	60.0%	1,178
		3,327		1,421		1,963

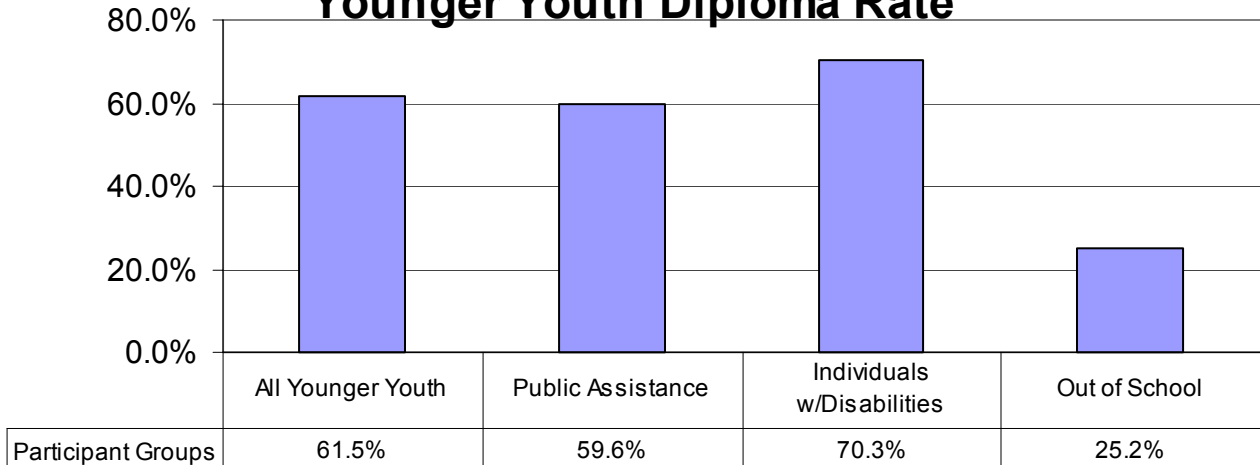
Younger Youth Retention Rate



Younger Youth Skill Attainment Rate



Younger Youth Diploma Rate



Other Reported Information

Table A - Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance ACSI	Number of Customers Surveyed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Program Participants	75%	74.6	222	147,697	575	38.6%
Employers	75%	67.9	654	388,476	899	71.7%

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) Or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	67.4%	16,603	\$2,081	\$49,118,820	4.4%	984	\$4,547	\$90,741,526	43.1%	9,568
		24,642		23,603		22,211		19,957		22,211
Dislocated Workers	75.3%	10,542	81.7%	\$169,053,816	2.9%	424	\$6,525	\$102,802,015	40.4%	5,961
		14,005		\$206,971,187		14,755		15,754		14,755
Older Youth	65.0%	1,377	\$3,432	\$6,382,803	2.1%	43	\$2,824	\$6,673,219		
		2,119		1,860		2,037		2,363		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	67,376	45,557
Dislocated Workers	35,419	22,842
Older Youth	7,254	4,422
Younger Youth	26,082	19,452

WIA Federal Allocations to California for PY 2003-2004

Program Activity	Total Federal Spending		
Local Adults	\$109,901,288		
Local Dislocated Workers	\$98,108,048		
Local Youth	\$128,041,0134		
Rapid Response	\$60,053,311		
Statewide Required Activities	\$4,922,834		
Statewide Allowable Activities	Program Activity Description		
		Health Care Initiatives	\$24,890,711
		Parolee Training	\$10,600,000
		Faith-based Initiatives	\$8,782,710
		Veteran’s Programs	\$7,402,949
		Miscellaneous	\$24,350,048
Total of All Federal Spending			\$447,052,912